



COMMUNITY CONVERSATIONS KIT

Thank you for agreeing to host a community conversation for your friends and neighbors! This kit includes the basic materials you need to conduct your meeting and provide feedback to the Town. If you are missing any materials or have questions, please contact either Jill Scalise, Housing Coordinator, at 508-896-3701 x1169, or jscalise@brewster-ma.gov, or Donna Kalinick, Assistant Town Administrator, at 508-896-3701 x1130, or dkalinick@brewster-ma.gov.

MEETING MATERIALS

Included in Packet

Information for Meeting Host

| Title | Packet Page Number(s) |
|---------------------------|-----------------------|
| Process Overview | 2 |
| Suggested Meeting Outline | 3-4 |
| Final Steps for Host | 5 |

Materials for Host (Unless you are planning a large meeting, one copy of each sheet should be enough.)

| Title | Packet Page Number(s) |
|---|-----------------------|
| Sheet A: Facilitator & Note-Taker Sign-in Sheet | 7 |
| Sheet B: Participants Sign-in Sheet | 9 |

Materials for Participants (Be sure to print enough copies for all attendees!)

| Title | Packet Page Number(s) |
|---|-----------------------|
| Sheet C: Meeting Agenda | 11-12 |
| Sheet D: Brewster Housing Production Plan: Project Overview | 13 |
| Sheet E: Participant Worksheets | 14-21 |
| Sheet F: Discussion Map | Separate 11x17 |

Remember to bring enough copies of each sheet for your participants! The materials are formatted for double-sided printing, so any blank pages are intentional.

Additional Items You Will Need

- Pens/pencils
- Flip chart (or other paper for taking notes), markers, and tape OR computer for typing notes and projector or larger screen for screensharing (e.g., screen sharing to TV or other large monitor participants can easily see)
- Return envelope for materials if mailing back to Town Hall

PROCESS OVERVIEW

Group Logistics

- The host is responsible for coordinating all aspects of the meeting.
- Designate a **facilitator** and **note-taker**. The **facilitator** (who could also be the host) is responsible for keeping the conversation focused and ensuring everyone has a chance to speak. The **note-taker** takes notes throughout the discussion.
- If you host a large meeting, we suggest that you break into groups of 8-12 people and ask for a facilitator and note-taker for each group.
- If you do break into groups, please name/number the groups and indicate this on the discussion notes.

Procedure Overview

1. Invite

- Identify people or groups that you want to invite to your Community Conversation. (Plan on one facilitator for every 8-12 people in a small-group discussion.)
- Send the meeting invitation via e-mail or mail or call invitees.

2. Remind

- Call and/or e-mail the people you invited 1-2 days before the scheduled meeting.

3. Set up

- Select a location where all participants can comfortably sit, ideally in a circle.
- Sort copies of meeting materials into sets for participants.
- Have enough pens/pencils available.

4. Maintain Sign-in Sheets

- Make sure facilitators and note-takers sign in on **Sheet A**.
- Ask attendees to sign in on **Sheet B**. There is space on Sheet B to ask to be added to a list for future information about the Brewster Housing Production Plan.

5. Facilitate

- Lead a small-group discussion, making sure the meeting stays on topic and applicable discussion questions are answered.

6. Return

- Collect all materials, including the individual worksheets and feedback sheets from each participant, and make sure each sheet is labeled with the meeting code (see details under "Host Instructions").
- Package them together and return the response packet to the address provided on the return information sheet. Please recycle any unused materials.

SAMPLE MEETING OUTLINE

The meeting outline and instructions below are guidelines for you as facilitator.


Welcome & Introductions (10 - 15 Minutes)

Who is in the room?

Take a few minutes at the beginning of the meeting for introductions. Ask people to tell something about themselves in addition to their name (e.g., how long they have lived in Brewster, any affiliations, their interest in the Brewster Housing Production Plan, etc.) so that everyone gets a better sense of who is participating and why. No need to spend too much time on this activity.

What is the purpose of the Community Conversation?

Briefly review the information on the meeting agenda and explain the meeting's purpose:

 Hand out **Sheet C**.

- To increase participation in identifying housing needs in Brewster.
- To identify barriers to housing access and choice in Brewster.
- To identify opportunities for Brewster to address the Town's housing needs.
- To include as many voices as possible in the Brewster Housing Production Plan process.

How will input from the Community Conversations be used?

The Housing Partnership, Housing Office, and consultant will use public input to explain housing needs, barriers, and opportunities in the Brewster Housing Production Plan.

What is the Brewster Housing Production Plan?

Briefly review the Brewster Housing Production Plan one-page overview.

 Hand out **Sheet D**.

What are the guidelines for group discussion?

- Suggested discussion guidelines (also included on the Agenda)
 - Everyone should have an equal opportunity to talk and be heard.
 - Keep the conversation on topic.
 - Listen to others and avoid criticizing.
 - Respect limited time and keep your answers to the point.
 - Be honest and try to understand other viewpoints.
 - It's okay to disagree.
 - Try not to interrupt the facilitator or other group members.
 - Cell phones on silent.
- Review the suggested discussion guidelines or ask the group to brainstorm guidelines that will help everyone to participate.
- Ask if anyone has any questions and if everyone agrees to the discussion guidelines. Clarify as needed and address any concerns.
- Ask if the group needs anything else to help stay focused and have an effective meeting.

Discussion Questions (60+ Minutes)

 Hand out Sheet E.

Discussion questions should occupy most of the meeting time and take a total of 60-75 minutes (about 10-20 minutes per question depending on how many questions of seven provided you choose to cover). The questions should occupy most of the meeting time. Follow the procedure below for each question:

1. Read the question out loud and ask if anyone needs clarification.
2. Give participants a couple of minutes to think about and list answers on the worksheet for the corresponding question before beginning to go around the group for answers. Participants may fill out the worksheet as individuals or in pairs, whichever they prefer.
3. Ask for a volunteer to start the go-around. Ask for one or two thoughts per person. Then go around the group from that person. It's okay to pass if a person is not ready when it's their turn.
4. Once you get around the circle, be sure to go back to anyone who didn't speak yet and would like an opportunity. After everyone has spoken, go back to anyone who has an additional thought that didn't come up.
5. During this time, the note-taker should write down each of the thoughts, ideally on a flip chart or large piece of paper taped to the wall so everyone can see. Alternatively, the note-taker can type responses on a computer and project or screenshare onto a larger monitor or TV. The note-taker should strive to use participants' words rather than edit or change them as much as possible.
6. You – the host – are also a participant and you can share your opinions as an equal member of the discussion, but make sure everyone has a chance to express their opinions.
7. After everyone has had a chance to speak, briefly review all thoughts the group generated. Then, ask the participants to write on their worksheet three thoughts that are most important to them as individuals from among all the thoughts generated during the discussion. Remind them that they can pick thoughts they initially offered or those that other people offered if the discussion changed their perspective at all.

NOTE: This is not an attempt to build a group agreement on the top ideas. There is no need to try to get the group to agree.

Wrap-Up (15 Minutes)

If you have divided participants into small groups, reconvene the larger group. See if there are any issues or concerns that seemed to be mentioned by many participants in the meeting and ask the note-taker to make note of those common themes.

FINAL STEPS FOR HOST

Collect and sort the meeting materials.

After the meeting, package up the materials for return. Sort the materials into sets, keeping like items together:

- Sign-in sheets (**Sheets A and B**)
- Group discussion materials (If you had more than one group, keep each group's materials together)
- Group discussion notes
- Participant worksheets (**Sheet E**)
- Discussion Maps (**Sheet F**) if marked up
- Note that participants can take Sheets C (Agenda) and D (Project Overview) with them if they would like. Please recycle any materials left behind.

Label the meeting materials.

Assign a code to your meeting following the instructions below. Enter this code into the appropriate boxes on all the materials that you will need to return to the Town (Sheets A, B, E, and potentially F).

- FIRST THREE SPACES: Your initials
- NEXT FOUR SPACES: Month and day of your event
- Example: If Marcus (initials MRL) hosted a meeting on April 18, he would use the code MRL0418.
- The code box is always located at the top of the page and it looks like this:

CODE:

Write up a summary of the meeting notes.

The summary can be bullet points listing the main ideas participants. If possible, try to group the ideas by type or theme. Provide highlights of the meeting.

Return the meeting materials within seven (7) days.

Please mail, scan and e-mail, or hand deliver all participant and group response materials to:

Jill Scalise, Housing Coordinator
Town of Brewster
2198 Main Street
Brewster, MA 02631
jscalise@brewster-ma.gov

THANK YOU!

Community Conversations Kit
Brewster Housing Production Plan
MEETING SHEET A: FACILITATOR & NOTETAKER SIGN-IN SHEET

CODE:

FACILITATOR & NOTETAKER SIGN-IN SHEET

Date: _____ Host: _____

| Role | Name | E-mail and/or Phone (In case clarifications are needed) | Group (If more than one group) |
|-------------|-------------|--|---------------------------------------|
| Facilitator | | | |
| Note-taker | | | |
| Facilitator | | | |
| Note-taker | | | |

CODE:

PARTICIPANT SIGN-IN SHEET

Date: _____ Host: _____

[illegible]



MEETING AGENDA

PART ONE: WELCOME AND INTRODUCTIONS

- Who is in the room?
- What is the purpose of this Community Conversation?
- How will input from this Community Conversation be used?
- What is the Brewster Housing Production Plan?
- What are the guidelines for group discussion?

PART TWO: DISCUSSION QUESTIONS

Questions during this meeting may include:

1. What housing needs are you most concerned about in Brewster?
2. What challenges do you think are the biggest impediments to meeting housing needs in Brewster?
3. How do you think the Town should balance concerns about housing needs and natural resources protection? What about balancing housing needs with concerns about development scale?
4. Do you think there are opportunities for Cape/Brewster businesses to offer housing for their employees? If so, can you describe the type of housing you envision for the local employment base? Consider scale, design, tenure, affordability, number of households served, etc.
5. If housing were part of the re-use of the Eddy School or CCSC properties, what kind of housing would you envision? Consider scale, design, tenure, affordability, number of households served, etc.
6. What would be your ideal future housing situation in Brewster? Is it a goal of yours to be able to move out of your current rental unit? If so, what barriers exist? What support services, if any, would be necessary to facilitate housing mobility? OR What support services, if any, would be necessary for allowing you to remain in your current home?
7. *(Following discussion about DHCD requirements for Housing Production Plan strategies)* What strategies do you think this plan should incorporate to address Brewster's housing needs?

Your group may not discuss all of the questions above, so please feel free to let your meeting host know if you want to provide input on any of the above questions that do not come up during your meeting. Your host will provide you with a worksheet for the question(s) for which you wish to provide feedback. Please turn in these additional question sheets to Jill Scalise, Housing Director, by **April 30, 2022**.

PART THREE: WRAP UP

Following the discussion, the group will discuss any overarching themes that came out from the evening's discussion, including any major areas of consensus and any major areas where there is a lack of consensus.

GROUP DISCUSSION GUIDELINES

To have a productive conversation where everyone feels welcome to participate, please follow these guidelines:

- Everyone should have an equal opportunity to talk and be heard.
- Keep the conversation on topic.
- Listen to others and avoid criticizing.
- Respect limited time and keep your answers to the point.
- Be honest and try to understand other viewpoints.
- It's okay to disagree.
- Try not to interrupt the facilitator or other group members.
- Cell phones on silent, please.



PROJECT OVERVIEW

The Brewster Housing Production Plan (HPP) is a five-year plan that will update the Town's existing 2017 plan. The heart of any HPP is a housing needs assessment, which examines several types of housing needs and problems outlined by the Department of Housing and Community Development (DHCD)'s HPP Guidelines. These components of the needs assessment are summarized as follows:

1. Data relating to the community's demographics and current housing stock;
2. Projection of population and housing needs at different income levels;
3. Development constraints and limitations on current housing needs;
4. The community's plans to mitigate such constraints; and
5. The capacity of the community's current infrastructure to accommodate the current population and anticipated future growth, including plans for enlargement or expansion of existing infrastructure systems to ensure that current and future needs are met.

This assessment of Brewster's housing needs will incorporate data from sources such as the U.S. Census Bureau, housing market reports, municipal records, information about the community's infrastructure, transportation, and zoning, and community interviews. Building on an analysis of the supply and demand of affordable housing and potential barriers to further housing development, the Brewster Housing Production Plan will set quantitative and qualitative housing production and preservation goals. It will then outline a plan for achieving them through specific recommendations and action steps.

The Brewster Housing Production Plan could help the Town work toward, achieve, and remain at or above the 10 percent affordable housing minimum under the state's Affordable Housing Law, Chapter 40B. The plan will require approval by the Select Board and Planning Board, and eventually the Massachusetts Department of Housing and Community Development (DHCD). Once approved, the plan will be in effect for five years (2022-2027).

Consultant firm Barrett Planning Group LLC is assisting the Town with this project, which is overseen by the Housing Partnership and the Housing Office and has an anticipated completion date of June 30, 2022. For more information about the Brewster Housing Production Plan, please contact either Jill Scalise, Housing Coordinator, at 508-896-3701 x1169, or jscalise@brewster-ma.gov, or Donna Kalinick, Assistant Town Administrator, at 508-896-3701 x1130, or dkalinick@brewster-ma.gov.

CODE:

PARTICIPANT WORKSHEET: BREWSTER’S HOUSING NEEDS

PRE-DISCUSSION

What housing needs are you most concerned about in Brewster?

Complete BEFORE the discussion.

POST-DISCUSSION

What do you think are the top three housing needs in Brewster after hearing what others had to say?
(Note: your answers may be the same answers to wrote down before the meeting.)

Complete AFTER the discussion.

1.

2.

3.

CODE:

PARTICIPANT WORKSHEET: HOUSING BARRIERS

PRE-DISCUSSION

The Department of Housing and Community Development (DHCD) requires that Housing Production Plans include an analysis of barriers and constraints to the development of affordable housing. Brewster’s 2017 HPP identified **environmental constraints**, **infrastructure capacity** (primarily relating to drinking water quality, wastewater, and transportation/circulation), and **regulatory barriers** (primarily zoning). What challenges do you think are the biggest impediments to meeting housing needs in Brewster? You can consider the three areas above (environmental, infrastructure, and zoning), as well as any other barriers to affordable housing that fall outside of those categories.

Complete BEFORE the discussion.

POST-DISCUSSION

What do you think are the top three impediments to housing in Brewster after hearing what others had to say? (Note: your answers may be the same answers to wrote down before the meeting.)

Complete AFTER the discussion.

1.

2.

3.

CODE:

PARTICIPANT WORKSHEET: BALANCING COMMUNITY CONCERNS & NEEDS

PRE-DISCUSSION

How do you think the Town should balance concerns about housing needs and natural resources protection? What about balancing housing needs with concerns about development scale? In your opinion, how big seems “too big” for a multi-family housing neighborhood considering the level of housing needs in and around Brewster?¹

Complete BEFORE the discussion.

POST-DISCUSSION

What do you think are the top three areas of potential consensus that people could agree on regarding balancing housing needs and concerns about natural resource protection and/or development scale after hearing what others had to say? (Note: your answers may be the same answers to wrote down before the meeting.)

Complete AFTER the discussion.

1.

2.

3.

¹ For context, the Cape Cod Commission (CCC) defines developments of over 10,000 SF or 30 acres as being Developments of Regional Impact (DRI); the CCC has the authority to review and decide upon DRIs, although this does not apply to 40B projects.

CODE:

PARTICIPANT WORKSHEET: HOUSING FOR WORKERS

PRE-DISCUSSION

Do you think there are opportunities for Cape/Brewster businesses to offer housing for their employees? If so, can you describe the type of housing you envision for the local employment base? Consider scale, design, tenure, affordability, number of households served, etc.

Complete BEFORE the discussion.

POST-DISCUSSION

What do you think are the top three factors to consider when planning for housing for the local employment base? (Note: your answers may be the same answers to wrote down before the meeting.)

Complete AFTER the discussion.

1.

2.

3.

CODE:

PARTICIPANT WORKSHEET: POTENTIAL OPPORTUNITIES FOR HOUSING

PRE-DISCUSSION

If housing were part of the re-use of the Eddy School or CCSC properties, what kind of housing would you envision? Consider scale, design, tenure, affordability, number of households served, etc.

Complete BEFORE the discussion.

POST-DISCUSSION

What do you think are the top three factors to consider when planning for the re-use of either the Eddy School or CCSC properties? (Note: your answers may be the same answers to wrote down before the meeting.)

Complete AFTER the discussion.

1.

2.

3.

CODE:

PARTICIPANT WORKSHEET: YOUR CURRENT HOUSING NEEDS

PRE-DISCUSSION

What would be your ideal future housing situation in Brewster? Is it a goal of yours to be able to move out of your current rental unit? If so, what barriers exist? What support services, if any, would be necessary to facilitate housing mobility? *OR* What support services, if any, would be necessary for allowing you to remain in your current home?

Complete BEFORE the discussion.

POST-DISCUSSION

What do you think are the top three barriers to housing mobility (i.e., being able to move out of a current residence that no longer meets one’s needs) or housing stability (i.e., being able to remain in one’s home) after hearing what others had to say? (Note: your answers may be the same answers to wrote down before the meeting.)

Complete AFTER the discussion.

1.

2.

3.

PARTICIPANT WORKSHEET: POTENTIAL STRATEGIES

This housing plan will include both overarching goals as well as specific strategies in support of those goals. DHCD has specific requirements for what strategies must address, so in this next exercise we will review these requirements and brainstorm strategies that both follow these requirements and are specific to Brewster. You do not need to address all strategies below, but please consider as many as possible. Use the provided map (Sheet F) for guidance.

| DHCD REQUIREMENTS | SUGGESTIONS TO ADDRESS |
|--|---------------------------------------|
| 1. Identification of zoning districts or geographic areas in which the municipality proposes to modify current regulations for the purposes of creating Subsidized Housing Inventory (SHI) Eligible Housing developments. | (SEE MAP for guidance or to mark up!) |
| 2. The identification of specific sites for which the municipality will encourage the filing of Comprehensive Permit (i.e., 40B) applications. | (SEE MAP for guidance or to mark up!) |
| 3. Characteristics of proposed residential or mixed-use developments that would be preferred by the municipality (e.g., cluster developments, adaptive re-use, transit-oriented housing, mixed-use development, inclusionary housing, etc.); <i>and/or</i> | |
| 4. Municipally owned parcels for which the municipality commits to issue requests for proposals to develop SHI Eligible Housing; <i>and/or</i> | (SEE MAP for guidance or to mark up!) |
| 5. Participation in regional collaborations addressing housing development. | |
| OTHER/WHAT'S MISSING? | |

Town of Brewster

Subsidized Housing Inventory

March 2022; Source: Town of Brewster, MassGIS, and MassDOT

